

**EFFECTS OF TRANSFORMATIONAL LEADERSHIP STYLE ON
ORGANIZATIONAL PERFORMANCE IN KENYA: A CASE STUDY OF
KENYA BREWERIES LIMITED.**

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DECLARATION

Declaration by the Student

This research Project is my original work and has not been presented to any other academic Institution.

Sign..... Date.....

Peter Owuor
BML/2/00187/8/2014

Declaration by the Supervisor

This research project has been submitted for examination with my approval as the assigned University supervisor.

Sign: Date:

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DEDICATION

I wish to dedicate this project to my lovely parents and family for their support throughout my coursework

ACKNOWLEDGEMENT

I wish to acknowledge the almighty God for granting me the strength to pursue this course and project and not forgetting my Supervisor Mrs. Bernadette Mutinda for her input throughout this research project. I also wish to acknowledge the staff of Kenya Breweries Ltd for their critic and wise support. Last but not least I wish to acknowledge the Management University of Africa for giving the opportunity to pursue this course and complete my research project. God bless you all.

ABSTRACT

This study examined the effect of transformational leadership on organizational performance, a case study of Kenya Breweries Limited in Nairobi Kenya. The study objectives were to determine the effects of Inspirational motivation, idealized influence, Intellectual stimulation and Individualized considerations on organizational performance of the company. The study adopted descriptive research design. The target population of the study was 2000 of Kenya Breweries Limited. Stratified random sampling was used to arrive at a sample of 60 staff. Questionnaire was used as the main tool for collecting data. The data was mainly analyzed using quantitative techniques specifically Statistical Package for the Social Sciences and presented informs of distribution tables and percentages. The study found that of 75.6% of the respondents indicated that inspirational motivation impacted organizational performance. The study further found that 83% of the respondents indicated that intellectual idealized influential greatly affected organizational performance. The study further found that 89.5% of the respondents indicated that intellectual stimulation was a predictor of organizational performance. Finally the study found out that, the majority 85.7% were in agreement that individualized consideration was an important element in regards to performance of the organization. The research finally concludes that all the four element of transformational leadership affect the overall performance of the organization. The study recommends that the policy makers should put up systems for training transformational leaders. It further recommends that academicians should expand the research by using more theoretical frame works to measure transformational leadership and also focus on how transformational leadership affects employee career growth within an organization. To the practitioners, this is a good source of information to enhance their leadership styles to improve performance of each sub ordinate in their organizations. The organization should engage its employees in seminars and other forms of training where their employees get the opportunity to brainstorm as well develop their capabilities in various issues/task they handle at their respective jobs.

TABLE OF CONTENTS

DECLARATION	II
DEDICATION	III
ACKNOWLEDGEMENT	IV
ABSTRACT.....	V
TABLE OF CONTENTS.....	VI
LIST OF TABLES	VIII
LIST OF FIGURES	IX
LIST OF ABBREVIATIONS.....	X
OPERATIONAL DEFINITION OF TERMS	XI
CHAPTER ONE	1
INTRODUCTION	1
1.0 Introduction	1
1.1 Background of the Study	1
1.2 Statement of the Problem	4
1.3 Objectives	5
1.4 Research Questions	5
1.5 Significance of the Study.....	5
1.6 Scope of the Study.....	6
1.7 Chapter Summary	7
CHAPTER TWO	8
LITERATURE REVIEW	8
2.0 Introduction	8
2.1 Review of Theoretical Literature.....	8
2.2 Empirical Literature Review	10
2.3 Summary of Literature Review and Research Gaps.....	19
2.4 Conceptual Framework	20
2.5 Operationalization of the Variables.....	21
2.6 Chapter Summary	24
CHAPTER THREE	25
RESEACH DESIGN AND METHODOLOGY	25
3.0 Introduction	25
3.1 Research Design	25
3.2 Target Population	25
3.3 Sample and Sampling techniques	27
3.4 Data Collection Instruments	28
3.5 Pilot Study	28
3.6 Data Collection Procedure.....	29
3.7 Data Analysis and Presentation	29
3.8 Ethical Considerations.....	29
3.9 Chapter Summary	30

CHAPTER FOUR.....	31
RESEARCH FINDINGS AND DISCUSSIONS.....	31
4.0 Introduction	31
4.1 Presentations of Research Findings.....	31
4.2 Limitation of the Study.....	44
4.3 Summary of Data Analysis.....	44
CHAPTER FIVE	48
SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.....	48
5.0 Introduction	48
5.1 Summary of Research Findings.....	48
5.2 Conclusions	50
5.3 Recommendations	51
5.4 Suggestions for Further Study	52
REFERENCES	53
APPENDICES	59

LIST OF TABLES

Table 2.1: The 4 I's of Transformational Leadership	11
Table 3.1: Target Population	26
Table 3.2: Sample Size.....	26
Table 4.1: Response Rate	30
Table 4.2: Gender of the Respondents	31
Table 4.3: Age of the Respondents	32
Table 4.4: Length of Service of the Respondents	33
Table 4.5: Distribution of Position of Respondents	34
Table 4.6: Level of Education of Respondents	35
Table 4.7: Effects of Inspiration Motivation on Company's Performance	36
Table 4.8: Effects of Individualized Consideration on Company's Performance.....	37
Table 4.9: Effects of Intellectual Stimulation on Company's Performance	39
Table 4.10: Effects of Idealized Influence on Company's Performance	41

LIST OF FIGURES

Figure 2.1: Conceptual framework	21
Figure 4.1: Response Rate	30
Figure 4.2: Gender of the Respondents.....	31
Figure 4.3: Age of Respondents.....	32
Figure 4.4: Length of Service of the Respondents	33
Figure 4.5: Distribution of Position of Respondents.....	34
Figure 4.6: Level of Education of the Respondents.....	35

LIST OF ABBREVIATIONS

KBL	Kenya Breweries Limited
MUA	Management University of Africa
SMEs	Small and Medium Enterprises
4I's	Idealized Influence, Inspirational Influence, Individual Consideration, Intellectual Simulation

OPERATIONAL DEFINITION OF TERMS

Organization performance: “Overall firm performance, including productivity, efficiency, profitability, market value, and competitive advantage” (Melville et al., 2004).

Leadership: This is the ability of an individual to get things done as well as achieve motivation of his/her team (de Oliveira Rodriguez & Ferreira, 2015).

Transformational leadership is a form of leadership that involves identifying the needed changes in an organization and then creating a vision to guide the employees through a combination of motivation, awards and performance appraisals (Pieterse et al., 2010).

Idealized Influence is the ability of leaders to be viewed as role models by their followers thereby creating transformation in their teams (Pieterse et al., 2010).

Inspirational Motivation it is the capability of any leader to motivate instills confidence and a sense of purpose among his/her followers (Pieterse et al., 2010).

Intellectual Stimulation this is the ability of a leader to champion for innovation and creativity among his/her followers towards different challenges they encounter (Pieterse et al., 2010).

Individualized consideration this refers to the way in which a leader attends to the needs’ of his/her followers, mentoring them to be someone of substance and taking keen interests in their concerns (Pieterse et al., 2010).

CHAPTER ONE

INTRODUCTION

1.0 Introduction

Chapter one outlines the background and the rationale for the study, which will form the basis of understanding of the research. Statement of the problem and an indication of the research question are outlined together with the objective of the study.

1.1 Background of the Study

According to Northouse (2004), leadership is a process by which one person influences a team of or a group to meet a set common goal. On the hand, he describes performance as the end result of task or work which in translatable terms is success or accomplishments. An organization failure or success is greatly underpinned by the type of leadership style in place. A lot has been done on this subject where numerous authors have highlighted the various styles of leadership that have unique approaches to leadership such as autocratic leadership, charismatic leadership style, transactional leadership style, bureaucratic leadership style, and transformational leadership style. Each leadership style has a unique impact on each task or organization subjected to such style.

A lot of studies have been done by various authors in regards to leadership and how various leadership styles affects organization performance especially with the massive industrialization being experienced. And due to this intensive study and scrutiny, there is much debate about leadership and a variety of theoretical frameworks influence the theory of organizations (Albrecht, 2011). According to Armstrong (2004), “leadership is power, influence and the lawful authority gained in enabling to successfully and drastically change the origination by the leader and influence of the human capital which is always the greatest asset of any organization.” By inculcating the organization mission and vision to its employees and managers, an organization is able to realize far overreaching performance and success.

A lot of research conducted in the United States and European Union (US-EU) perspective has proved the importance of transformational leaders in influencing employees' behaviors and attitudes (Gardner et al., 2010; Judge & Piccolo, 2004; Lowe, Kreocke, & Sivasubramaniam, 1996). However, the channels in which various leaders use to influence their employees is yet to be fully understood (Kark, Shamir, & Chen, 2003; Piccolo & Colquitt, 2006).

Transformational leaders exhibit the four characteristics of idealized influence, inspiration motivation, intellectual stimulation and individualized consideration (Pieterse et al., 2010). Where Idealized Influence refers to the ability of leaders to be viewed as role models by their followers thereby creating transformation in their teams, Inspirational Motivation refers to the capability of any leader to motivate instills confidence and a sense of purpose among his/her followers, Intellectual Stimulation on the other hand is the ability of a leader to champion for innovation and creativity among his/her followers towards different challenges they encounter and Individualized consideration this refers to the way in which a leader attends to the needs' of his/her followers, mentoring them to be someone of substance and taking keen interests in their concerns (Pieterse et al., 2010).

Globally, Matthias and Eline (2012) mention that various studies carried out have demonstrated that transformational leadership is linked to good individual and organizational performance. Organizations, as well as individuals, both have goals and objectives that they exist to pursue in line with their vision and mission. The realization of these goals, and or objectives comes through great effort, which leadership must put into consideration. In their study on when change becomes transformational among Medicaid offices in New York City, Sparer and Brown (2012) point out that the probability of success levels in organizations will, and is always pegged on effective and transformational leadership.

According to Kroll (2016), in order for organization to enhance their operations then they need to factor in organization performance as a variable. He went further to state that few researchers or rather leaders appreciate the expected results when considering the element of performance in spite of the trivial nature of organizational performance (Kroll, 2016). Leadership is one area in which the organizational performance can

greatly be enhanced (Overall, 2015). According to Pradhan & Pradhan (2015), transformational leadership has the potential to greatly revolutionize organizational performance and at the same time viewed as a different approach that can be adopted in supporting employees to achieve better results.

According to a research conducted by Al- Mawali (2013), it is worth noting that in order for organizations to achieve certain results, there is tremendous need to create support system since the business environment in Kenya is ever dynamic due to intensified competition, changing IT sector, and varying customer needs. With proper adoption of the dynamic business environment in Kenya, employee will achieve job satisfaction and long term commitment to the organization (Bass, Riggio, 2006; Drucker, 2007). Avolio & Bass (1991) in their study stated that the transformational leadership style is more effective, productive, innovative, and satisfying to followers as both parties work towards the good of organization propelled by shared visions and values as well as mutual trust and respect (Avolio & Bass, 1991).

A leader leads by example hence he/she needs to embrace and envision the company's vision and goals so as to influence his/her followers. According to Mills (2015), a leader is defined by the amount of responsibility and risks bestowed upon him/her. Etemesi (2012) is of the opinion that good leadership entails having time to understand and always ready for the unexpected at all times as that's the norm. Van fleet describes, "Leadership as an influence process directed at shaping the behavior of other (Leadership is shaping the behavior of others through influence)" In competency and enthusiasm, a leader becomes one who by example and talent plays a directing role and command influence over others.

Profile of Kenya Breweries Limited

The company was established in 1922 by George and Charles Hurst whom were white settlers mainly controlled by Diageo plc in the UK and operates as a subsidiary of East African Breweries ltd. The state of the art plant is situated in Ruaraka, just within the capital Nairobi. The Company offers a collection of brands that range from beer, spirits and adult non-alcoholic drinks (ANADs). The leadership at Kenya Breweries Limited (KBL) provides an ample environment for innovation as they are in constant search for new ideas to help them, drive the growth and development across the

business. At KBL each employee is valued and welcomes all diversity. They seek and strive for inclusion and diversity, mutually fulfilling relationships and partnerships and respect for people's lives.

They provide the opportunity and freedom to succeed. At KBL, trust is built among each other, open to challenges and respond quickly to the opportunities that arise as a result. They pride themselves in what they do and how they do it. Leaders exhibit the good morals and behave responsibly with the highest standards of integrity and social responsibility. They are always learning and improving setting high standards each time they convene a meeting with their leaders and plan on strategies to stretch to exceed them. The culture established at EABL through its code of conduct promotes all aspects of transformational leadership.

1.2 Statement of the Problem

According to study by Northouse (2010), bad leadership and leadership decisions have brought companies who were once formidable to its knees. A lot of research has been done worldwide in regards to transformational leadership with respect to organizational performance more so in Kenyan leading organization. Transformational leadership enhances employee performance. In their study, Jelovac and Matjaz (2012) had a similar finding on an empirical survey of leadership styles of Slovenian entrepreneurs' founders of SMEs. The findings showed a lot of positive correlation between transformational leadership and organization effectiveness.

In Kenya, Mbithi (2014) conducted a study to understand how universities in Kenya responded to reforms, focusing on their leadership which is critical in both managing the transformation and creating academic excellence. In his findings, majority of the Kenyan Universities leadership which adopted transformational leadership realized higher employee performance. On another study, Koech and Namusonge (2012) investigated the effects of various styles of leadership and how it affected employee performance in several parastatals in Kenya. In his study, Ayiro (2014) studied transformational leadership and school outcomes in Kenya focusing on emotional intelligence and school turn around, shows that this type of leadership greatly affected the school performance. Munge (2011) studied how leadership styles affect both organization performance and employee service delivery at Kenya Medical Research

Institute, KEMRI and Kenya Agricultural Research Institute, KARI. This research is different to Munge (2011) and Aviro, (2014) by scope, focus and size of the sample. The researcher therefore sought to undertake a study the effects of transformational leadership on organizational performance at KBL.

1.3 Objectives

The main objective is to establish the effects of transformational leadership style on company's performance in Kenya, A case study of Kenya Breweries Ltd.

1.3.1 Specific Objectives

The specific objectives of the study were

- i. To examine the effects of Idealized Influence on organizational performance at KBL.
- ii. To determine the effects of Leader's Inspirational Motivation on organizational performance at KBL
- iii. To examine the effects of Leader's Intellectual Stimulation on organizational performance at KBL
- iv. To establish the effects of leader's individualized consideration on organizational performance at KBL

1.4 Research Questions

- I. How does idealized influence affect Organizational performance at KBL?
- II. What are the effects of inspirational motivation on organizational performance at KBL?
- III. How does intellectual stimulation affect organizational performance at KBL?
- IV. What are the effects of individualized consideration on organizational performance at KBL?

1.5 Significance of the Study

1.5.1 The Management of Kenya Breweries Ltd

The study is of great importance to the management of Kenya Breweries Ltd as they get a deeper understanding of the various aspects of transformational leadership and how each impact organizational performance. It also sheds light on how to implement

the organization strategic goals by its leaders thereby bringing about performance. This also drafts a path for the organization for developing its leaders for the company's future.

1.5.2 Government of Kenya

The government is also a big beneficiary of this research study. Through proper implementation of this type of leadership style, the government organizations can adopt certain policies in influencing the performance of their organizations or rather chose strategic path for their organizations so as to realize better performance.

1.5.3 Employees of KBL and other organizations

The transformational leadership style when implemented properly creates a unique culture for its employees as they tend to realign their goals and character with the culture set by their leaders. This brings about employee performance and when employees are at their best then the organization realizes also performance.

1.5.4 Management University of Africa

This study will be of importance to the Management University of Africa as it will form part of their library material where its future students will refer and learn various aspects of transformational leaderships on organizational performance.

1.5.5 Other Researchers

Other researchers and scholars will benefit also from this study as they will find useful reference materials and findings for their research and projects in regards to transformational leaderships.

1.6 Scope of the Study

This study is based on Kenya Breweries Limited Nairobi Kenya. The study employed both descriptive and correlational survey design only in evaluating the interdependence of the various variables. The research study was conducted between the months of February 2018 to April 2018.

1.7 Chapter Summary

Chapter one has discussed the introductory part of the study discussing the detail analysis of various literature forming the background study, pin pointing the problem statement, research objectives and the research questions that will help the researcher in gathering the final data of the study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

In this chapter the researcher conducts a reassessment of theoretical and empirical literature reviews of previous findings from different scholars in regards to transformational leaderships and how the various variables affect the company outcomes. Also, the conceptual framework and operationalization of variables will be considered in this chapter.

2.1 Review of Theoretical Literature

This part of the study presents the existing theories developed to elaborate transformational leaderships and how it impacts on the company performance. The following theories were considered in this research.

2.1.1 Transformational leadership theory

In discussing transformational leadership theory, Bass (1985) viewed transformational leadership as how the followers are affected by their leaders, who they expected to trust, admire and respect their leader. He argued out that a transformational leader needs other attributes other than charisma in order to influence people. According to Bass and Riggio (2006), real transformational leadership is anchored in moral foundations that are based on four variables: Idealized influence; Inspirational motivation; Intellectual stimulation; and Individualized consideration. The three moral aspects include: the moral character of the leader; the ethical values embedded in the leader's vision, articulation, and program; and the morality of the processes of social ethical choice and action (Bass & Steidlmeier, 1998). Bass made the assumption that when people appreciated the importance of certain task of the organization they get motivated as they see the bigger picture that is the quality work. When discussing transformational leaderships and organizational performance, most scholars put more emphasis on perception as the major factor but for this research it will only focus on inspirational motivation, intellectual stimulation, and individualized consideration and how each of these variables affects the performance of a company.

2.1.2 Transactional theory

The transactional leadership was first introduced by Max Weber when he was discussing socio-economic considerations of the organization and many academic and professional authors have come to accept his definition of leadership. Twenty-seven years down the line (Weber, 1947). Bernard Bass (1981) identified three kinds of leaders, bureaucratic, traditional and charismatic leaders. According to Bass and Avolio (1993), transactional leadership is more of motivating and directing followers by appealing to the followers' interests. Under this module, the organizations bestow the power to the leader to lead and assign duties and responsibilities, rewards and punishments to his/her followers where the followers are expected to follow and obey the leaders' directives.

Transactional leaderships have the following facets between leaders and his/her followers: Rewards for doing a certain duty well. Review and evaluation of deviations against the set standards by developing corrective and preventive maintenance program by the leaders and the entire team. It also can be viewed from the perception that, leaders engage only when deviations arises. Others employ the *laissez-faire* style of leadership whereby followers have the freedom to perform their roles that they think would benefit their organization. Transactional leadership theory makes the following assumptions that: rewards and punishments schemes enacted by their leaders motivate employees; the followers act as per the directive given by their leader without questioning; there is no self-motivation, the leader guides the followers throughout the manufacturing process (Bass & Steidlmeier, 1999).

Tavanti (2008) expressed that transactional leadership behavior is utilized in one level or another by majority of the leaders. Transactional leaders reveals distinct leadership competence normally affiliated with the potential to acquire goals, managing processes and structures, to solve issues, to project, organize, and work within the composition and boundaries of the institution. The extent of interdependencies and integration that are required for the new working environment and the global competitiveness necessitate leadership that focuses beyond the basic transactional styles of leadership that demands management by exception and possible reinforcement, to the approaches that are inspirational, charming and charismatic and

more so stimulating. This theory is relevant to this study as leaders are required to be able to formulate clear goals and communicate the same to their followers to actualize them. Also leaders are required under transactional theory to poses the abilities to solve problems arising in their daily assignments a concern addressed by individualized consideration under transformational leadership where leaders empower followers to face challenges by providing necessary support and assistance to them.

2.2 Empirical Literature Review

Under the empirical literature review, the researcher considers the literature of each variable of transformational leadership and how various authors have related them to performance of the organization.

2.2.1 Characteristics of Transformational Leadership

All factors play a major role in the transformational process of effective and positive leaders (Caillier, 2014). In order develop good skills of leaderships the following I's must be learned and practiced by each and every leader: Self-efforts to influence followers achieve targets and goals i.e. idealized theory, aligning company mission and vision to specific tasks aimed at achieving them i.e. inspirational theory, enhancing the creativity of its followers as well preparing them to face challenges i.e. intellectual stimulation theory and the ability to let followers showcase their potential as a result of freedom allowed by their leader i.e. individualized theory. All these elements must work together to achieve employee motivation (Lacerda, 2015).

Avolio, Waldman, and Yammarino (1991) later developed the 4 I's of transformational leadership by changing charismatic leadership to idealized influence. In several empirical studies, the four I's have been confirmed and aid in understanding the transformational leadership style as illustrated in the table below (Bass, et al., 2003; Hay, 2006).

Table 2.1 4 I's of Transformational leadership

Idealized Influence	Under this module, a leader's needs are second to those of his/her followers.
Inspirational motivation	Under this module, the leader sets the vision of the company by creating and promoting team spirit and aspects of motivations among his followers.
Intellectual stimulation	Under this module, the followers are taught how to be creative and come up with innovative ideas to the existing challenges.
Individualized consideration	Under this module, the followers' need is developed by the leader so as to enable the follower cope with future challenges.

Note. Adapted from Bass et al., (2003). Developing transformational leadership: *Journal of European Industrial Training*.

2.2.2 Transformational Leadership and Performance

The performance of an organization can be viewed as the process in which an organization employs to convert the inputs they have to output that goes to its customers. When evaluating performance, one has to factor in the relation between minimal and effective cost (economy), between effective cost and realized output (efficiency) and between output and achieved outcome (effectiveness) (Chen, Barnes, 2006).

Mohamed et al., (2015) is of the opinion that a person's behavior is greatly influenced by the type of leadership they are exposed to. A transformational leadership style influences a person to accustom himself/herself with the organization goals and targets. One cannot afford to assume the importance of transformational leaderships especially when it comes to the performance of the company as it has been seen to be of great help to employees as they endeavor in their day today organizations duties. In a research conducted by Mbuthi (2014) on impact of transformational leadership on employee performance, he drew the following conclusions: "that the followers viewed their leader as a mentor who guided them and helped them achieve certain roles in the organizations. The followers are given the chance to work freely so as to develop

themselves under the guidance of their leader who offers support in terms of advice and recognition.”

Several studies have been done on the importance of transformational leadership in shaping the organization culture and employee performance. Sosik, Avolio, and Kahai (1997) evaluated the effects of leadership style on 36 undergraduate student work groups effectiveness performing a creativity task using a Group Decision Support System. Findings showed that transformational leadership and group performance was related both directly and indirectly. Parry (2000) stated that transformational leadership has proved to have had significant impact over decades with respect to organizations financial measures. Howell and Avolio (1993) noted that leaders with less of transactional leadership attributes and more of the transformational leadership attributes were seen to have positive impact on business goals.

On another study, Koech and Namusonge (2012) sought to establish the effects of leadership styles on employee performance at state-owned corporations in Kenya. They mainly focused on how state-owned corporations’ employees responded to transactional, laissez-faire, and transformational leadership styles in Kenya. The findings from the study showed that transformational leadership styles impact on employee performance was very high while on the hand transactional-leadership style on employee performance was found to be a little bit low. Mbithi (2014) conducted a study to understand how universities in Kenya responded to reforms, focusing on their leadership which is critical in both managing the transformation and creating academic excellence. This finding was also found to be true when one evaluated the top leaders of Kenyan Universities in regards to transformational leadership styles this still doesn’t make sense. This was seen to bring about increased competent employees as top leaders in these Universities were in position to align their strategies with the appropriate organizational structures to improve its effectiveness.

The culture created through transformational leadership sets an environment for the organization where employees feel free to contribute to the overall goal of the organization. According to De Jong and Bruch (2013), when employees are motivated and energized, they are able achieve the set organizations targets and goals hence improved results. Transformational leadership style affects all stakeholders directly or

indirectly within the organization. Employees who are properly motivated and with an ample climate to work always serve customers efficiently, enhancing companies success thereby more profits for stakeholders (McLarney, 2014).

2.2.3 Idealized Influence and Performance

This ideology requires leaders to earn good rapport of his/her followers without compromising on the resources and leader support required to accomplish specific task stipulate by the organization. Therefore employees accept freely the orders and directives given by their leader regardless of the challenges involved (Chu & Lai, 2011). This ideology is seen to be a mirror when it comes to relation of transformational leadership and overall organization achievement. However this is not the case, as it is seen to only affect certain areas of organizational success such as employee commitment and job satisfaction so as to bring about a sense of motivation on the job (Chen, 2004). Hence, the need to differentiate how idealized influence impacts the outcomes of various organizations is paramount.

Sundi (2013) in his study used the exploratory approach to investigate the effects of transformational leadership on employee performance in Uganda. The sample consisted of 170 respondents. His findings showed that there is a positive and significant effect of idealized influence on employee performance. This was further supported by a study done by Chou, Jiang and Wang (2004) where they found that surely managers should demonstrate more charismatic behaviors to enhance better performance among the subordinates and in teams they have been assimilated into. The study suggested that further research is required to investigate how idealized influence leadership behavior brings about higher level of project teams performance.

Ngaithe (2016) examined the effects of transformational leadership on staff performance in state owned enterprises (SOE) in Kenya. Descriptive correlation research design was used to establish the magnitude, direction and significance of various dimensions of transformational leadership on staff performance of SOEs in Kenya. Stratified random sampling technique was used to select a sample of 163 senior managers from the target population of 275. A structured questionnaire was used to collect data from the selected members of top management team in SOEs. The study utilized correlation analysis to establish the relationship between staff

performance and transformational leadership, Chisquare test to determine the differences between the means and Analysis of Variance (ANOVA) and multiple linear regression model to test the hypotheses. The study found that idealized influence greatly affected the performance of both employees and that of the organizations.

Datche and Mukulu (2015) examined the effects of transformational leadership on employee engagement: a survey of civil service in Kenya. The data was collected from a sample size of 252 civil servants. The researchers used cross-sectional survey and stratified random sampling. They issued structured questionnaire to the respondents. Regression and ANOVA were used for analysis. The results reveal that although transformational leadership is positively related to employee engagement in general, but there was a negative relationship between idealized influence and employee engagement. This study was on the civil service employees and not in manufacturing and hence not telling us whether the same findings could be generalized to manufacturing in Kenya. Most of the studies found out that idealized influence had a positive significant relationship with employee performance.

2.2.4 Inspirational Motivation and Performance

Doody and Doody (2012) stated that the inspirational motivation revolved around getting followers to streamline their own goals with those of the organization. Their findings found out that both the organization and employees benefit from this form of transformational leadership. It is paramount that all organization should champion for trust and create an enabling environment that brings about employee satisfaction in their respective industry. They believed that inspirational motivation acts as a pillar where knowledge is shared; which is a vital element in achieving organizations targets (Rawung, Wuryaningrat, & Elvinita, 2015).

Ndisya and Juma (2016) examined the application of components of transformational leadership at Safaricom. The authors used structured questionnaire and proportionate stratified sampling was used to collect data from a sample size of 109 respondents. The study found a positive relationship between inspirational motivation and staff performance. Respondents on average

mostly agreed with the presence of motivation to accomplish organizational goals and objectives, support for team building, leader's demonstration of the tasks employees should do, and assisting employees find meaning in their work. This means that the changes in the inspirational motivation had significant changes in employee performance such that when inspirational motivation increases, there would be a similar increase in employee performance. The study recommended that there is need on the organizational leadership to improve on its employees' response to improve service to the company. Also, there should be further research on the effect of transformational leadership on financial performance on other communication service providers, government and private sector.

Rajhans (2012) investigated the link between communication and motivation and its overall impact on the staff performance using an empirical review in the company. The results showed that organizational communication plays an important role in employee motivation and performance of staff. The study recommended that there has to be upward and downward communication in an organization so that creative suggestions from the staff are used to assist management in decision making and improvement of the company.

2.2.5 Intellectual Stimulation and Performance

Intellectual stimulation is important style leaders ought to understand and master it properly. This ideology is a powerful tool that can be used by a leader to motivate and empower their followers to diagnose various situations or rather challenge properly without the fear of failing. When employees are entrusted to carry on by themselves, they tend to gain a sense of trust and confidence in their abilities thereby encouraging them to be creative and face problems head on. This also helps as employees tend to stick longer in various organization hence low staff turnover. Therefore, organizations are able to plan and achieve set goals through dedicated and hardworking employees (Anjali et al., 2015).

According to Stone, Russell and Patterson (2003), leaders with intellectual stimulation always influence his/her followers to re-examine the current assumptions and initiate change and new way to approach issues at place of work. Bass and Avolio, (2004); Bass, (2006) argue that leaders engaging in intellectual stimulation find themselves to

have taught and influence his/her followers in his quest of seeking new knowledge and creative ideas for solving organizations problems. According to Avolio and Bass (2004) an intellectually stimulating leader is one who “discern, comprehend, conceptualize, and articulate to their associates the opportunities and threats facing their organization and its strengths, weaknesses, and comparative advantages.” Through this, they further influence their followers to seek innovative and creative ways to solve old problems.

Leaders of successful, high-growth companies understand that innovation is what drives growth (Bhatia, 2013). They believe that innovation is achieved by employees with a shared relentless growth attitude and shared passion for problem solving. According to Burton Thakur (2009), through constant innovation ideas, a company positions itself in the market in such a way that they are able to tap into various market opportunities and prepare for threats effectively.

Leaders who exhibit intellectual stimulation tend to encourage employees to be creative and able to analyze challenges as they develop alternative ways and better solutions for problems by using technology (Schepers et al., 2005; Gumusluoglu & Ilsev, 2009). According to an earlier research by Masi and Cooke, (2000) there existed a substantial relationship between intellectual stimulation leadership and employees’ performance and commitment. He further noted that employees tend to be more committed and at ease with work. Thus, intellectual stimulation transformational leadership was found to be related to increased organizational performance (Boerner et al., 2007); increased employee motivation (Bono & Judge, 2003); and greater employee commitment, loyalty and satisfaction (Bass & Riggio, 2006).

Yasin *et al.*, (2014) found out that intellectual stimulation can be used as a tool for the development of more innovations and increase SMEs performance in his in his study on the relationship between intellectual stimulation. Kirui, Iravo, and Kanali (2015) investigated the influence of intellectual stimulation and individual consideration in effective organizational performance. The study was conducted in all the 22 branches of Post Bank and National Banks within the Rift Valley, Kenya. The study used primary means of collecting data by employing quantitative

approaches with a target population of 137 employees. A questionnaire was used as instrument for data collection. Analysis involved both descriptive and inferential statistics. A regression analysis was carried out and the r^2 value of 0.6374 implied that 63.7% of the variations in the effective organizational performance in state-owned banks can be explained by the variations in independent variables. Further, by quick standard error tests, the individual coefficients of the regression function were found to be significant in influencing effective organizational performance. This study was in Kenya but in the banking sector only.

However, despite the wealth of conceptual work which suggests intellectual stimulation leadership and innovation are related, various empirical studies yielded contradictory results. Waldman and Atwater (1994) did not find a relationship between intellectual stimulation leadership and R&D team performance nor did Wilson-Evered, Hartel and Neale (2001) find a relationship between intellectual stimulation leadership and team innovation. Jaussi and Dionee (2003) study showed that intellectual stimulation leadership has negative effect on innovation. However, Hosea (2015) on effects of transformational leadership on employee performance in Equity Bank has a different opinion where he found out that the role of intellectual stimulation on organizational performance has been evaluated more extensively in the literature as an independent variable shaping outcomes for employees in the organization. He further asserts that intellectual simulation leads to the development of employee commitment to the organization. This, in turn has implications for the ability of the organization to achieve goals based on the dedication and hard work of employees.

2.2.6 Individualized Consideration and Performance

Zacher *et al.*, (2014) found out that when a leader creates a serene environment for his/her followers to shine then one consider that leader to poses the individualized consideration attributes. Snell, Stanley, Zhang, and Almaz (2013) attributed the higher levels of engagement and motivation of employees to individual consideration as it had massive effect on the overall organization success (Snell et al., 2013). According to Kirkbride (2006), leaders with individualized consideration develop their followers by mentoring, coaching and teaching. He further postulates that an individualized consideration leader exhibits serious concerns for his/her followers, gets to know and

understand well about his/her followers and pays attention to their concerns and new ideas.

Kauffman and Bachkirova (2008) states that “mentorship can be evaluated from physical and observable events, and/or alternatively, from perspectives of behavioral development and mental-emotional growth.” Sibson (2003) asserts that it is worth noting that a leader needs to have a close relationship with his/her followers, so as to give feedback which results from observing the followers perform. This can be done through coaching as it is the best tool to establish a good rapport between leaders and followers. Most organization has employed coaching mainly to orientate newly-appointed staff into the organization and his/her role. Coaching can also be used to develop key skills to already employees in order to enhance performance (Axmith, 2005).

In as research done by Crompton (2012) on the effects of mentorship on SME performance and growth, a clear direct relationship between employee performance and indirect relation between mentorship and organization was established. Employees were found to gain a sense of confidence in handling tasks at work resulting into productivity. The findings showed the importance of qualitative approaches by realizing that mentorship experience and knowledge, in addition to trust fostered throughout relationships are as important to outcomes as results. The study further suggested that firms and institutions who have embraced mentorship programs report substantial benefits that lead to employee performance

Yukl (2002) argues out that leaders with individualized consideration always tend to champion an urge for change and growth amongst his/her followers. All leaders need to perform assessment on employee's performance and develop corrective actions to be implemented so as to improve employee performance. Therefore, putting in place a system for rewarding and recognizing desired behaviors of accountability, ownership and participation, is paramount. According to Osseo-Asare, Longbottom and Murphy (2005) leaders need further education and training on all organization spheres so as to have an impact on its followers and entire organization. This suggests that effort is needed to understand the impact of the critical role that leadership plays as a driver of quality and performance improvement.

Rahmisyari (2015) in his study on how various leadership styles affected employee growth in steel industries in Tanzania found out that the type of leadership style practiced by a leader greatly affects employee growth. Therefore, organizations need to keep abreast with the best leadership styles so as to encourage employee growth within their companies as it is clear that employee growth has positive effect on employee performance. The possible reason of the result is that the employee learning, self-directed, and employee attitude provide an optimal contribution (Lumempow & Rumokoy, 2015). According to Harter, Schmidt, and Keyes (2003), when employees are provided with the opportunities where they are encouraged to grow and progress intellectually, it results in work effort. Encouraging employees to grow helps employees learn new things and leads to positive emotions, which filter through the holistic organization.

The research which was conducted by Sundi (2013) concluded that the transformational leadership has significant and positive effect on employee's working performance. Tatilu, *et al* (2014) mentioned that transformational leadership has an effect on employee's working performance which is quite effective applied to companies that want to grow. Pane and Astuti (2009) concluded that there is a significant effect on the performance of transformational leadership transformational implemented by the employees. The leadership was able to give effect to improve employee's working performance. The level of professionalism of leadership will bring the company able to compete in such a tight competition era.

Maharani et al., (2015) in her research concluded that transformational leadership significantly affects the performance of the employees, the stronger the leadership the higher employees' performance. Ekaningsih (2014) concluded that transformational leadership significantly affects employee's working performance, which means that transformational leadership can improve employee's working performance.

2.3 Summary of Literature Review and Research Gaps

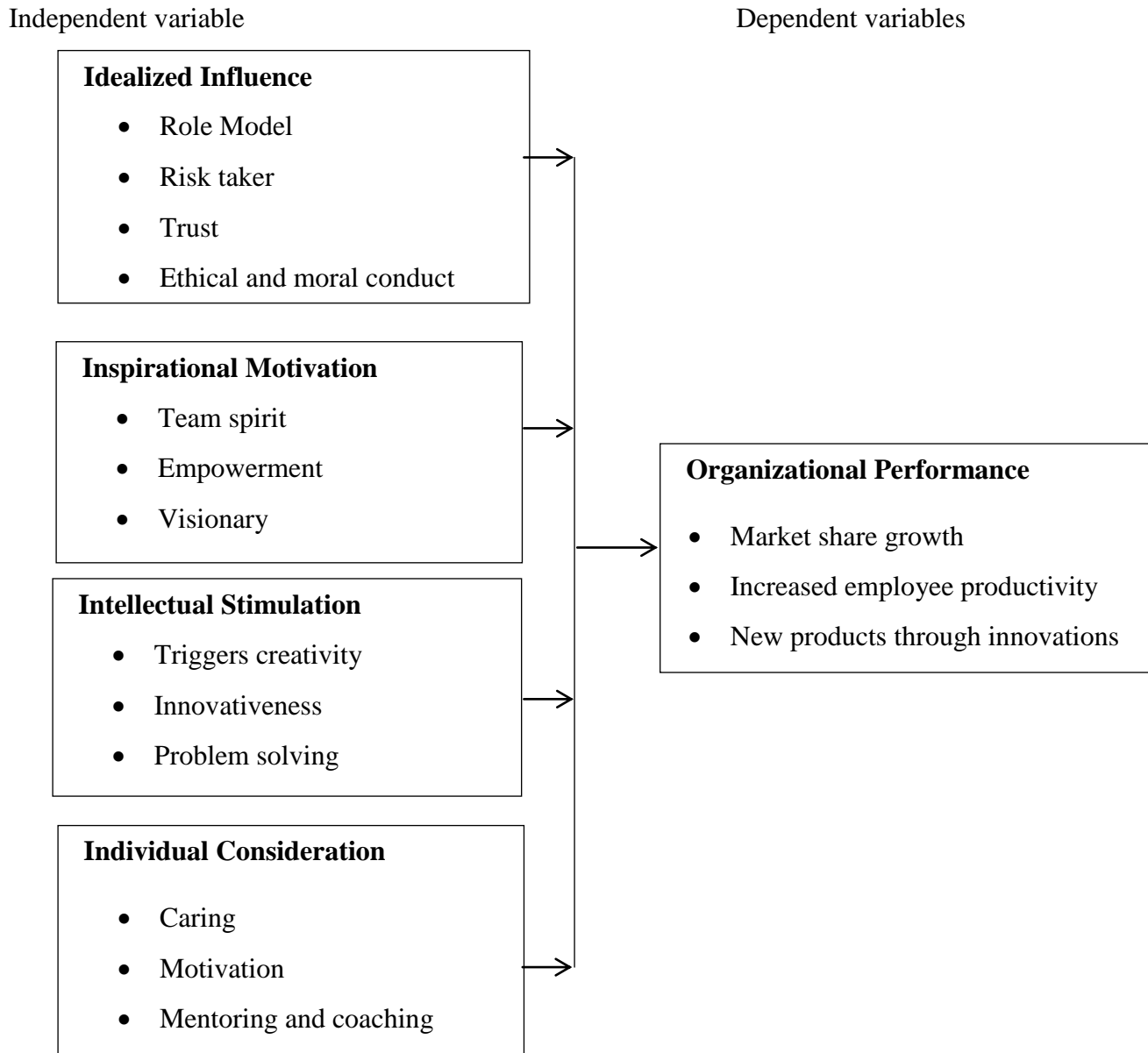
As evidenced by the empirical research in this study, many studies have had a narrowed approach while examining the effect of transformational leadership on organizational performance. It is more likely that the way transformational leadership

functions involves the complexities of human interaction, contains dynamics and contextual influences. To date these aspects have not been explored, therefore the overall functionality of transformational leadership remains undiscovered. As from the empirical literature review transformational leadership theory is explained by a situation where both the leaders and followers realize goals and targets through a mutual process of growth. This leadership effects are of importance in with regard to the above challenges. However, the functionality of transformational leadership is not conceptually elaborated in transformational leadership theory to date. It is unclear, through which processes transformational leaders effect transformation within context creating a limitation in which transformational leadership theory can be applied. Researchers have not sought to identify which leadership style – or which elements of particular leadership styles – can be linked to positive outcomes such as job satisfaction, motivation among others. The implementation of transformational leadership style at Kenya Breweries Limited has been marred with enormous challenges hence derailing the organizations agenda to attain efficiency in its operations simply because very little has been explored in the context of KBL in regards to Transformational leadership and organizational performance. The researcher therefore sought to undertake a study on the effects of transformational leadership on organizational performance in KBL.

2.4 Conceptual Framework

Based on theoretical and empirical studies that have been described in the previous chapter, the conceptual framework of this study highlights the component factors of transformational leadership: idealized influence, inspirational motivation, intellectual stimulation and individualized consideration on organizational performance of the company. The conceptual framework of this study can be seen in Figure 2.1 below

Figure 2.1 Diagrammatic representation of the relationship between the independent variables and dependent variable.



2.5 Operationalization of the Variables

2.5.1 The relationship of Idealized Influence on organizational Performance

Idealized Influence is the behavior associated with leaders of charismatic attributes as they get their employees to admire their charismatic character and in turn get the interest to resemble their leaders (Bass & Riggio, 2006). They also are mentors and role models of their followers at work places. The followers tend to admire their charisma in various leaders and hence these leaders' faces less resistance during their

line of duty as leaders from their followers since their followers trust and respect their leaders (Renjith, Renu & George, 2015).

Employee commitment and job satisfaction to any organization is anchored under idealized influence (Chen, 2004). Bass (1997), leaders who poses or rather show idealized influence in terms of how they present and handle issues around their followers with much confidence act as role models and mentors to their followers thereby creating a group of followers who are trustworthy and follow company set rules and regulation hence reducing number of disciplinary cases.

2.5.2 The influence of Inspirational Motivation on organizational Performance

According to Kent, Crotts, and Azziz (2001), inspirational motivation aids leaders to stay determine to achieve the goals and objectives of the organisations without being distracted by any circumstances that may arise along the way. Yukl (2010) viewed inspirational motivation behaviors as a means of communication which involves the use of symbols to attract the follower effort, and molding desired character. Banjeri and Krishnan (2000) argues inspirational motivation as ethics, stating that leaders tend to make ethical decisions when they show concern for organizational and follower goals and motivation respectively. In inspiring their workforce, the management of an organization can build goodwill at the group level by creating an organizational culture that's friendly to employees. A worker friendly organization can inspire both motivation and organizational loyalty. Appropriate leadership has the responsibility of enhancing inspiring motivation and enhancing job satisfaction. In their study, Salanova and Kirmanen (2010) explain that "A person can be motivated without leadership but leadership cannot succeed without the motivation of the follower's side."

2.5.3 Influence of Intellectual Stimulation on Organizational Performance

Intellectual Stimulation involves both leaders and followers where leaders challenge existing ways of operations and they come up with new models which are implemented by the followers thereby enabling them solve common problems with different solutions. At the end, this process enables both parties create new ways of thinking and methods of approach to different problems Northouse (2001). This type

of Leadership enables followers to be more creative and innovative, as they are in better position to challenge old beliefs and values of the organization relating to the follower as well as those of the leader.

It promotes self-dependence of the follower's as they are able to act and solve problems alone in a more conscious way. According to Avolio *et al.*, (1999) intellectual stimulation is one way of giving followers the guts to challenge the existing method of operation and enabling them come up with better ways to handle different issues at different circumstances. Through this process followers start to think in a more innovative way and even able to challenge their leader on certain matters (Brown & Posner, 2001).

2.5.4 The influence of Individualized Consideration on Organizational Performance

Transformational leaders provide distinct attention to every single employee's needs for attainment and development by assuming the responsibility of a coach or a mentor. The staffs are made to progressively achieve higher levels of potential. "Individualized consideration is implemented after newly discovered opportunities are crafted alongside a supportive climate" (Long, Yusof, Wan, Kowang, Tan & Heng, 2014).

In most instances, communication alongside followers are personalized, for instance, the leader remembers preceding conversations, is cognizant of employee's personal concerns and sees them as people rather than just workers. The employees are also carefully listened to, by the leadership. It is a practice by the leadership to spend time coaching and teaching the staff. Attaining employee's job satisfaction is crucial to retain productive and efficient employees. One of the ways that may be effective help managers in increasing the satisfaction among their followers is employing the right leadership style. According to Long *et al.*, (2014), on research to find the impact of transformational leadership on job satisfaction, individualized consideration characteristic of transformational leadership was found to be contributing most in job satisfaction. The productivity is very high for employees who have achieved job satisfaction. Pushpakumari, (2008) in his study argue that a once an employee achieves job satisfaction, then the environment around the organization immediately

changes and allows for higher productivity among employees. The end result is high performance by the organization.

2.5.5 Organizational performance

Organizational performance is the major dependent variable for most research work in business world as it is viewed to be one of the vital components as far as management is concerned (Pagell & Gobeli, 2009; Richard, et al., 2009).

In today's economic world, organizations need to measure and scrutinize their organizational performance so as to realize their intended goals and objectives if they are to thrive and in the competitive market (Popova & Sharpanskykh, 2010). According to Richard et al., (2009) organizational performance is made of three precise areas of an organizations outcomes: (a) financial performance in terms of profits and losses (b) product market share and how they are performing in the specific market; and (c) shareholder return.

2.6 Chapter Summary

This chapter entails the research works of other people related to variables under study such as Idealized influence, Inspirational motivation, Intellectual stimulation, Individualized consideration and their effect on company's performance. The chapter has also presented relevant studies which have been done by other authors in the study area. It ends with a presentation of theoretical and conceptual framework where the relationships between the study variables are explained.

CHAPTER THREE

RESEACH DESIGN AND METHODOLOGY

3.0 Introduction

This chapter discusses the ways through which this research was carried out. It explains the research design used the study area, target population, the sample size, the instrument and procedure that were employed to facilitate the collection of data and the methods of data analysis.

3.1 Research Design

In his study Schindler (2003) states that research design is the outline, plan or scheme that is used to generate answers to research problem. To deep dive on the understanding of the influence of transformational leadership on organizational performance, the study will adopt a descriptive research design. The approach explains the uniqueness of a specific target group. In this type of research design, the researcher reports as it occurs without manipulation as he or she has no control on what happens (Kothari, 2004). This explains majorly why this design will be employed: the fact that it will facilitate an assessment of how each individual factor of the four considered in this study; idealized influence, inspirational motivation, individualized consideration and intellectual stimulation contributes towards organizational performance. Mugenda and Mugenda (1999) in his description research said that it describes such things as possible behavior, attitudes, values and characteristics.

3.2 Target Population

In their study Mugenda and Mugenda (2003) defined population as a whole group of persons or individuals, events or objects with common observable characteristics. Kombo and Tromp (2006), describes the target population as a population in which a researcher intends to collect and generalize his findings of the study. The study utilized KBL as a case study due to its consistent year performance and growth. The target population size was 2000 employees. The sample was obtained from employees

from each department; this involved the top management, middle management and the support staff. The study targeted a total of 60 people.

Table 3.1 Target population

Category	population	Sample size	percentage
Top management	100	6	6
Middle management	666	20	3
Support staff	1234	35	2.8
Total	2000	60	3

3.3 Sample and Sampling techniques

Sampling technique is the process of selecting respondents, who are identified as representatives of the target population. In this study the researcher used stratified random sampling because the population was heterogeneous and the researcher wanted each member of the target population to have an equal chance of participating in the study, this ensured all the respondents in the target population had equal and unbiased chance of participating in the study. In his study Kothari (2004) states that under random stratified sampling, the population is divided into sub-populations that are individually more homogenous than the total population. The sub-population in this study was top management, middle management and support staff. From the population sample which was randomized, a sampling interval was identified. In this case every ninth person was selected, Mugenda and Mugenda (1999).

Table 3.2 sample size

Category	Sample	percentage
Top management	6	10
Middle management	20	33.3
Support staff	35	56.6
Total	60	100

3.4 Data Collection Instruments

Questionnaires were used to collect data. The questionnaire was designed such that it entails both closed and open ended questions. This method of data collection was chosen because of fact that questionnaires are cheap and easy to distribute irrespective of the sample size and also it is free from the bias of the interviewer (Mugenda & Mugenda, 2003). The use of questionnaires in this case was important so as to be able to obtain personal data from the respondents that would be otherwise impossible to collect by other means.

3.5 Pilot Study

A pilot study was done so as to check the validity and reliability of the research questionnaires (Kothari, 2003). According to Mugenda and Mugenda (2003) in the actual sample should not be used in the pilot study. The pilot study was used for checking the validity of the questionnaire such that questions that lacked clarity were identified and correct before taken to the respondents. This helped in ensuring the questionnaires were reliable where its completeness, precision, accuracy and clarity of the questions to the respondents were evaluated.

Reliability and Validity of Data

According to Cooper and Schindler (2003), the reliability of any research is determined by how the data truly represent what it intended to achieve or how reliable the research results are. Therefore this helped to pinpoint the drawbacks of the design and research tools for the drawing of sample size (Mugenda & Mugenda, 1999). Validity is the degree to which the sample of test items represents the content the test is designed to measure. Mugenda and Mugenda (1999), Reliability is concerned with the question of whether the results of the study are repeatable. Lack of knowledge of the respondent greatly affects the reliability of the research work. Other factors that might affect reliability may include but limited to respondents' tiredness, stress levels, attitude at the particular time research is being carried out (Mugenda and Mugenda, 1999). Saunders et al., (2007) state that prior to using the questionnaire to collect data it should be pilot tested. Saunders et al., (2007) point out the purpose of the pilot test is to refine the questionnaire so that the respondents will have no problems in answering the questions and also there will be no problems in recording the data. Fink (2003b) as cited in Saunders et al., (2007) state that, the minimum number for a pilot

study should be 10% or more of the target population. A test questionnaire was administered to ten KBL staff representing 16.4% of the sample size which conforms to the requirements set by Fink (2003b) and Saunders *et al.*, (2007) for any pilot study.

3.6 Data Collection Procedure

Questionnaires were used to collect data. Questionnaires were used in this project because they are standardized and more objective. It was also a quick way of collecting information. The questionnaires were hand delivered and dropped to respective respondents giving them a two week period to fill in their responses before collection of the questionnaires. Constant follow up was made so as to get a good response rate by phone and occasional visits to their offices and work stations.

3.7 Data Analysis and Presentation

Realistically, the amount of data collected in a study is rather extensive and research questions and hypothesis cannot be answered by a simple perusal of numeric information and therefore data needs to be processed and analyzed in an orderly and coherent fashion. In his study Gatara (2010), data analysis involved data coding and analysis. The research employed quantitative and qualitative techniques to analyze and present data. Descriptive statistics such as percentages was used in the analysis of data. The results were finally presented using tables and graphs with explanations on all parameters used.

3.8 Ethical Considerations

The research involved data collection as described above hence prior approval was issued from KBL management leadership to ensure safety, rights, dignity and wellbeing of both the participants and the researcher. These were well covered in “Master the code for EABL” which contains code of business conduct.

3.8.1 Informed consent

The researcher sought approval from the management of KBL to conduct a research on its operation and management through a formal letter and only proceeded with the

research after the researcher was granted the go ahead. The respondents were issued with the introductory letters explaining the aim of the research.

3.8.2 Voluntary participation

The researcher allowed the respondents to freely participate and contribute voluntarily to the main research topic without any form of coercion.

3.8.3 Anonymity, confidentiality and privacy

The researcher guaranteed to his/her respondents that the identity of respective respondents shall remain anonymous, and their responses shall be treated with utmost confidentiality and privacy.

3.9 Chapter Summary

The researcher has employed descriptive research design under research designs and focused on 2000 employees as his target population. Using stratified random sampling technique, the researcher has narrowed down to 60 employees as his sample size for the study. The main tool used for data collection is questionnaires dropped physically to respective respondents offices' and responses decoded, analyzed and presented using frequency tables, percentages, pie charts and bar graphs.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.0 Introduction

In this chapter, the researcher presents the findings of the research study. Both quantitative and qualitative techniques were employed by the researcher. Each research objective was subjected to analysis and each finding interpreted using tables and graphs.

4.1 Presentations of Research Findings

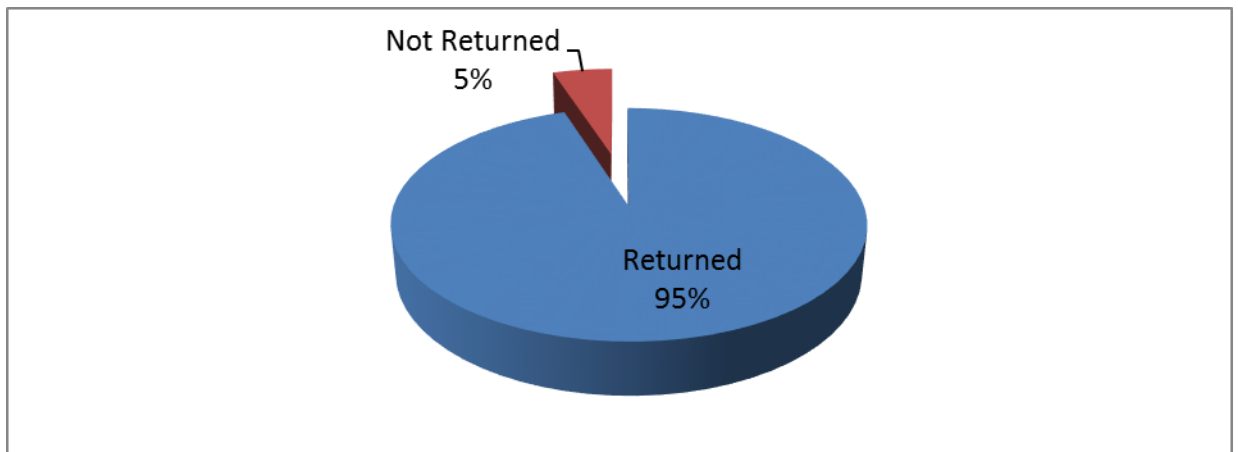
This part deals with the presentation of major findings in the research.

4.1.1 Response Rate

Table 4.1: Response rate

Category	Frequency	Percentage
Returned	57	95
Non Returned	3	5
Total	60	100

Figure 4.1: Response rate



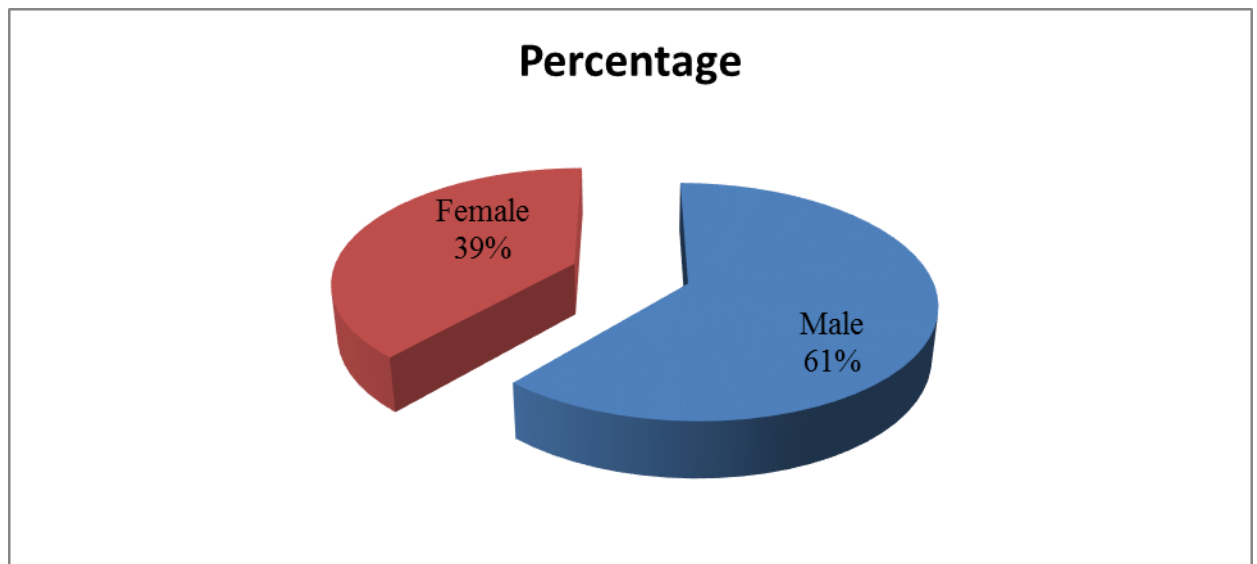
From Table 4.1 and Figure 4.1 above, a total of 60 questionnaires were submitted and 57 were filled and returned which translates to 95% and only 5% were not returned. A response rate of 50% is ok for reporting and analysis (Kothari, 2004) and (Mugenda & Mugenda, 2003) and for this research, response rate of 95% is way over the limit

4.1.2 Gender of Respondents

Table 4.2 Gender of Respondents

Gender	Frequency	Percentage
Male	35	61.4
Female	22	38.6
Totals	57	100

Figure 4.2 Genders of Respondents



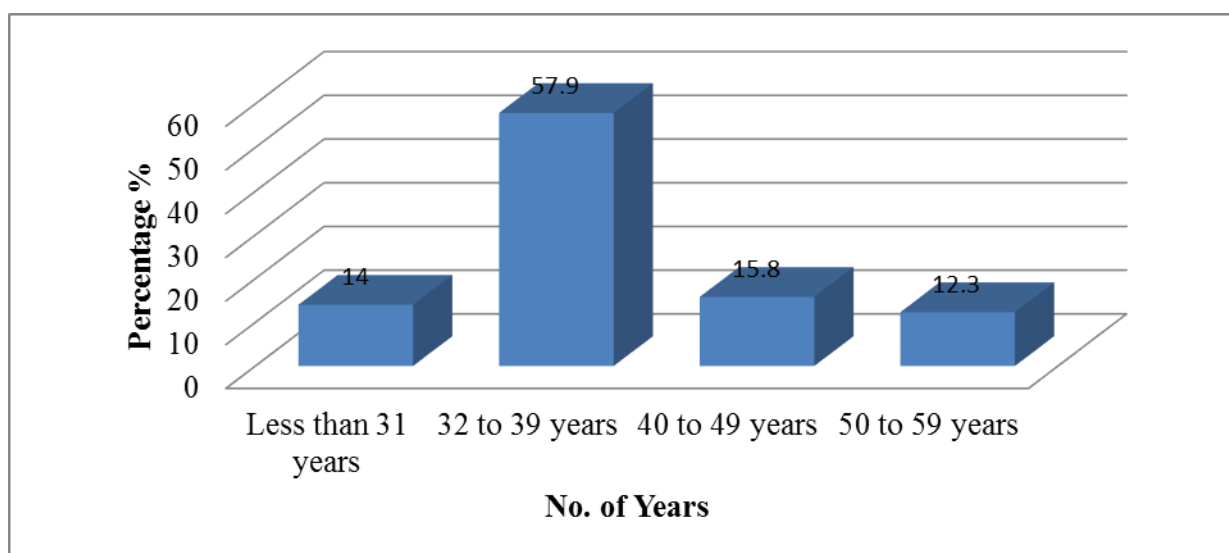
From Table 4.2 and Figure 4.2 above, majority 61.4% of the respondents were male and 38.6% of the respondents were female. According to Eagly (2013), gender distribution is greatly affected by the type of leadership an organization has. In this research, the male gender is highly affected by the leadership.

4.1.3 Age of Respondents

Table 4.3: Age of Respondents

Age	Frequency	Percentage
Less than 31 years	8	14
32 to 39 years	33	57.9
40 to 49 years	9	15.8
50 to 59 years	7	12.3
Totals	57	100

Figure 4.3: Age of Respondents



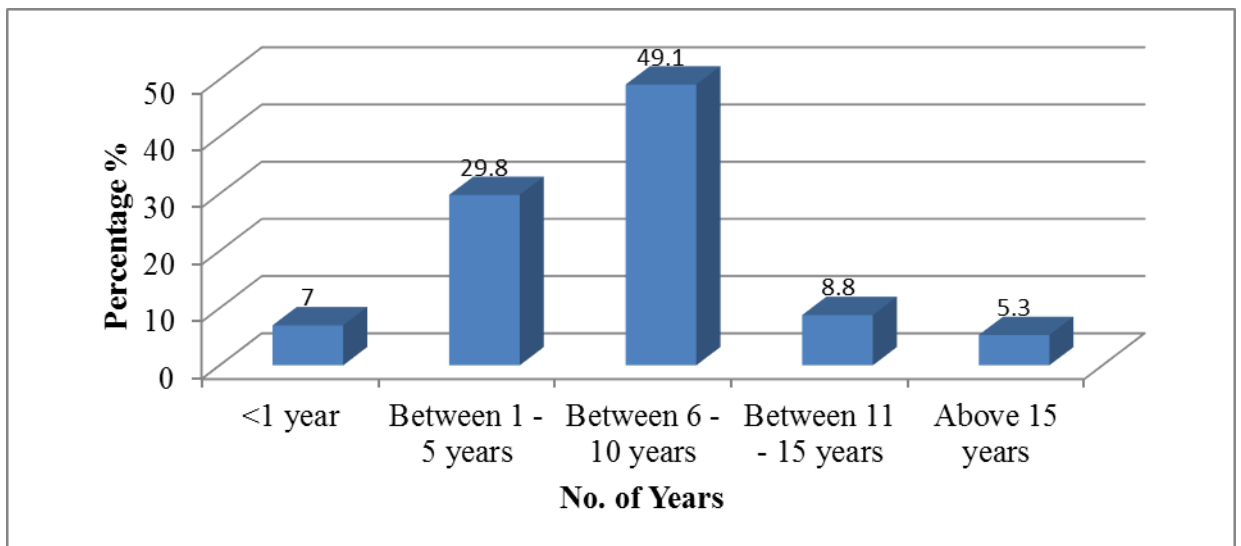
From Table 4.3 and Figure 4.3 above, the majority 57.9% of respondents were of the age 32 to 39yrs, 15.8% were of the ages 40 to 49 yrs, 14% of the respondents were below 31 years and only 12.3% were between 50 to 59 years. We can therefore conclude that the organization has experienced personnel hence their abilities to deliver to the organizational goals is quite high

4.1.4 Duration of Service

Table 4.4: Duration of Service of Respondents

Length of service	Frequency	Percentage
<1 year	4	7
Between 1- 5 years	17	29.8
Between 6- 10 years	28	49.1
Between 11- 15 years	5	8.8
Above 15 years	3	5.3
Totals	57	100

Figure 4.4: Duration of Service of Respondents



From Table 4.4 and Figure 4.4 above, the majority of the respondents 49.1% had worked for 6 -10 years in the organization, 29.8% had worked for 1 – 5years in the organization, 8.8% of respondents had worked for 11 - 15 years, 7% worked less than a year and only 5.3% had worked for 15 years and above in the company. We can deduce from the findings that organization has a good retention policy for its employees. He results concur with Main (2008) who pin points that recruiting new employees is a costly, time consuming and tedious endeavor for any company.

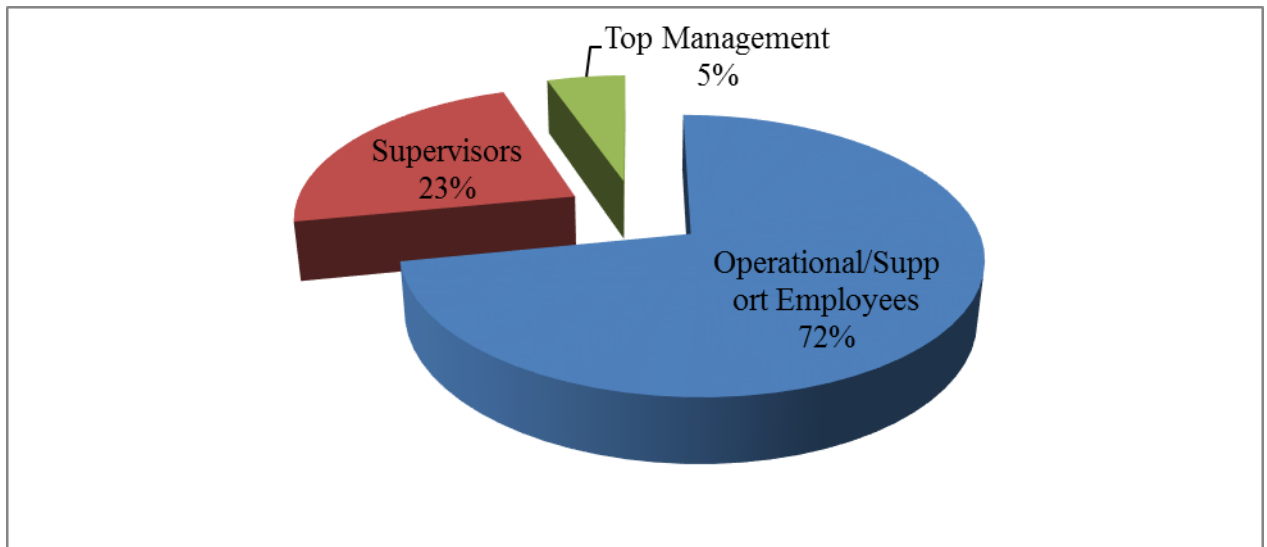
Therefore, he advocates that organization should develop well managed retention strategies so as to ensure their valued staffs are happy at respective work stations.

4.1.5 Various Positions Held by Respondents at KBL

Table 4.5 Various Positions Held by Respondents at KBL

Position at KBL	Frequency	Percentage
Operational/support Employees	41	71.9
Supervisors	13	22.8
Top management	3	5.3
Totals	57	100

Figure 4.5 Various Positions Held by Respondents at KBL



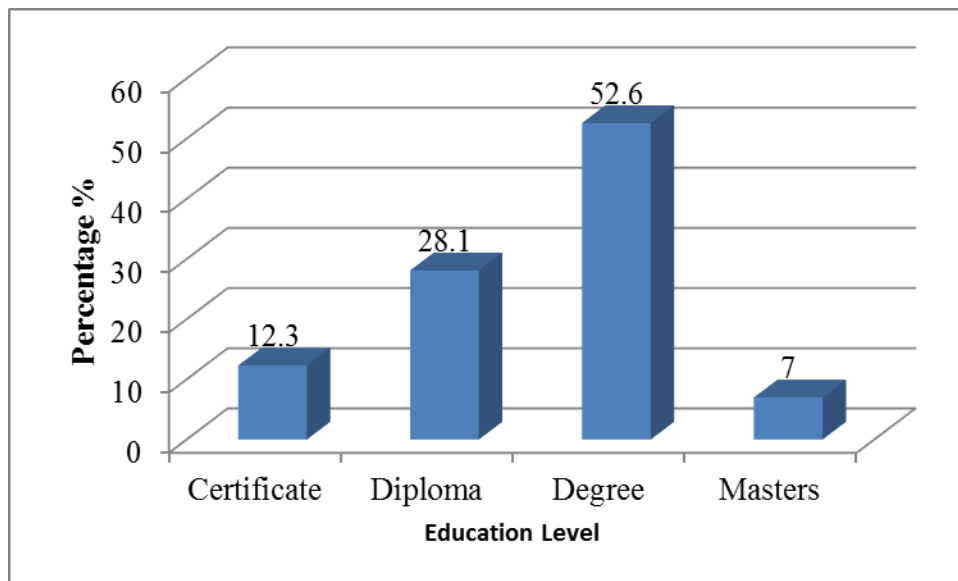
The research went ahead to establish the positions of various respondents groups. From Table 4.5 and Figure 4.5 above, 71.9% of the respondents and majority were operational/support employees, 22.8% were supervisors and only 5.3% were top managers. From this finding, we can conclude that there is a clear vertical and horizontal chain of commands within the organization.

4.1.6 Highest Education Level of Respondents

Table 4.6: Highest Education Level of Respondents

Level of Education	Frequency	Percentage
Certificate	7	12.3
Diploma	16	28.1
Degree	30	52.6
Masters	4	7
Totals	57	100

Figure 4.6: Highest Education Level of Respondents



In establishing the education level of the researcher, Table 4.6 and Figure 4.6 above shows that 52.6% majority of the respondents were degree holders, 28.1% were diploma holders, 12.3% were certificate holders and only 7% had masters qualification. One can deduce that from the findings the company has well educated employees whom can understand transformational leadership. These results are

consistent with Armstrong (2001) who posits that an organization requires highly skilled personnel to cope up with the ever changing business environment.

4.1.7 Descriptive Statistics

This was represented by distributions tables, averages and standard deviations.

4.1.7.1 Effects of Inspirational Motivation on Organizational performance

Table 4.7: Frequency Distributions table of Inspirational Motivation

Statements	Percentage%					Totals
	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree	
My team gives me support	29.1	46.5	23.2	1.0	0.2	100
All employees are empowered to attain business goals	45.4	42.4	9.0	2.2	1.0	100
The vision of the company is well-articulated by my manager	30.3	41.5	21.4	4.2	2.6	100

The researcher wanted to find out how inspirational motivation impacted the performance of employees who determine the performance of the organization. From Table 4.7, the majority 46.5% agreed they received support from his/her team, 29.1% strongly agreed, 23.2% chose to remain neutral while 1.0% disagreed and only 0.2% of the respondents strongly disagreed with the statement number one in Table 4.7 above. A successful teamwork relies upon synergism existing between all team members creating an environment where they are all willing to contribute and participate in order to promote and nurture a positive, effective team environment. (Luca & Tarricone, 2001).

Also from Table 4.7 above, the majority 45.4% strongly agreed employees were all empowered to attain the specific business goals, 42.4% agreed, 9% chose to be neutral in regards to empowerment and business goals, 2.2% and 1% of the target respondents disagreed and strongly disagreed respectively with the above statement on empowerment in order to attain set goals. The results concur with... Alshamari, Almutari and Thuwaini (2015), who note that through proper motivation strategies

employees, get to be more productive. Motivated employees always strive to accomplish specific goals set by their leaders.

Lastly, from Table 4.7 above, the majority 41.5% agreed that their manager articulated the company visions and goals to them properly. This was further strongly supported by 30.3% of the respondents who agreed that their manager articulated the company visions and goals to them properly. 21.4% chose to remain neutral while 4.2% and 2.6% of the respondents disagreed and strongly disagreed respectively. This is in agreement with Alshamari *et al.*, (2015) inspirational motivation aids leaders to stay determine to achieve the goals and objectives of the organizations without being distracted by any circumstances that may arise along the way. They further argue out that, inspirational motivation as ethics, stating that leaders tend to make ethical decisions when they show concern for organizational and follower goals and motivation respectively.

4.1.7.2 Effects of Individualized Consideration on Organizational performance

Table 4.8 Effects of Individualized Consideration Distribution Table

Statements	Percentage%					Totals
	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree	
The current leadership gives me the support to tackle daily challenges I face at work	40.2	35.7	22.8	1.0	0.3	100
I am given necessary support to improve my performance at work	50.2	42.8	5.7	1.3	0.0	100
The current leadership communicates back on how I have performed	43.4	51.6	3.0	1.1	0.1	100

The researcher employed three statements to examine how individualized consideration affected employee performance as well as the company.

First the researcher examined how the leadership aided its employees in dealing with challenges at work. From Table 4.8 above, 40.2% majority stated that the leadership

in place greatly supports them to handle day to day challenges at work, this was also supported by 35.7% whom agreed on the same. 22.8% of the respondents chose to hold their decision on this statement. However, 1.0% and 0.3% of the respondents disagreed and strongly disagreed respectively about getting support from the current leadership they served. We can therefore imply that at EABL, the leadership in place believes in its employees to handle various new ventures and giving them the necessary tools and support needed to succeed in their tasks. According to Conger (2014), individual consideration is the inclusion of people to be part of something or a task. He further asserts that, this involves giving them an opportunity to showcase their abilities with new tasks with the help of a transformational leader.

Secondly the researcher went ahead to establish the extent to which the support received from the current leadership impacted the performance of the employees under study. From Table 4.8 above, it is clear that 50.2% of the respondents strongly agreed and 42.8 % agreed that the leadership in place contributes much to their performance at work. 5.7% of the respondents reserved their comments on the same subject. However, 1.3% of the respondents felt that the current leadership did not do much to influence their performance at work. This means that, at EABL the performance of its employees is as a result of their leadership in place. A good leadership style greatly influences positive employees' performance. With the necessary support accorded to each employee, then performance is highly likely (Conger, 2014).

Lastly, the researcher sought to find out whether the respondents were aware of their performance reports. From Table 4.8 above, the majority 51.6% agreed that there existed channels in which they could get feedback in regards to their performance and 43.4% of the respondents strongly supported this statement even further. 3.0% of the respondents were neutral and 1.1% and 0.9% of the respondents did not share the same opinion. From the above findings above, we can deduce that EABL has a well-structured communication system where information flows in both directions from leaders to followers and from followers to leaders. Feedback is very important for any communication. With leaders and their followers communication is key. Views on each step a leader takes always have reactions from its followers and vice versa. When employees perform a task they in turn expect in return an evaluation or

assessment of their work which must always be communicated by their leader (Conger, 2014). Individualized consideration is implemented after newly discovered opportunities are crafted alongside a supportive climate (Long, Yusof, Wan, Kowang, Tan and Heng, 2014).

4.1.7.3 Effects of Intellectual Stimulation on Organizational performance

Table 4.9: Effects of Intellectual Stimulation Distribution Table

Statements	Percentage%					Totals
	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree	
I am given chances to think of new ideas to improve my work	38.2	51.3	9.3	1.2	0.0	100
I am given opportunity to reinvent solutions to old problems	38.9	52.8	5.8	2.5	0.0	100
My ideas to various problems are welcomed positively	35.2	56.5	6.4	1.9	0.0	100

The researcher resort to find out how various respondents reacted to intellectual stimulation at work by framing statements that portrayed intellectual stimulation. From Table 4.9 above, the researcher found out that 51.3% of the respondents agreed that they received freedom to reinvent old ideas and come up with new ideas at their respective work stations. This was also strongly supported by 38.2% of the respondents whom strongly agreed. 9.3% of the respondent's reserved their comments and chose to be neutral. However, 1.2 % of the respondents did not agree with the above statement. It is clear that, the employees at EABL have ample opportunity to engage in new ideas aimed at improving their work stations. According to Conger (2014), the employees are in better position to improve their current working conditions as they constantly interact with the system making them well versed with each aspect of the system.

The researcher wanted to know how problems were handled by employees. From table 4.9% above, it is quite clear that the majority 52.9% stated that they had

opportunity to rethink and re-evaluate old problems and later develop new solutions to such problems. This was strongly seconded by 38.9% of the respondents. 5.8% of the respondent's reserved their comments and chose to be neutral. However, 2.5% of the respondents found this statement inadequate to their line of operations. It is clear from the above findings, that at EABL, employees have ample opportunity to think outside the box and reinvent new ways of doing things. Conger (2014), argues out that a leadership regime that allows its followers to be creative and innovative by developing new ideologies to existing problems is one that succeed in this modern business world.

The researcher also went ahead to establish how the leadership and management viewed the ideas of its employees to various challenges assigned to them. From table 4.9% above, we can see that 56.5% of the respondents stated that their ideas were perceived positively and this was even supported by 35.2% of the respondents whom strongly supported this statement. Unlikely the researcher was unable to get the views of 6.4% of the respondents in regards to this subject matter. However, 1.9% of the respondents disagreed and stated that their ideas were not received positively. It is evident that, the leadership at EABL recognizes and appreciates the contribution of its employees no matter how small it is. Its employees are deemed trivial to the decision making process. Conger (2014), this is not correct, you had earlier indicated this statement was from a different author!!!! Please be truthful in your citations argues that leadership that stimulates followers to be creative and innovative, and to challenge their own beliefs and values as well as those of the leader and the organization is critical for the performance of the organization.

4.1.7.4 Effects of Idealized Influence on com on Organizational performance

Table 4.10: Effects of Idealized Influence Distribution Table

Statements	Percentage%					Totals
	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree	
The behavior of my Manager Portrays his/her ethical attributes.	29	54	11	6	0	100
The way my manager conducts himself/herself gives me the confidence to face risks ahead	53	35	8	4	0	100
Am proud to be associated with my manager since he acts as a mentor and role model to me.	59	33	6	2	0	100
The way my manager conducts himself/herself raises my confidence in him/her.	40	55	4	1	0	100

The researcher sought to establish the extent to which respondents agreed to the four metrics developed by the researcher to understand how idealized influence impacted the employees' performance at their respective work stations.

From Table 4.11 above, the researcher found out that the majority 54% of the respondents were of the idea that their managers' behavior resembles certain ethical attributes they observed. This was further supported by another 29% of the respondents whom strongly agreed that the behavior they observed in their manager portrayed his/her ethical attributes. 11% chose to remain neutral to this subject matter however, 6% of the respondents refuted this statement and stated that the behavior of their managers did not rhyme with the ethical attributes they witnessed. From the above findings, EABL management can boost in its leaders for having sticking to the EABL code of ethics. This is vivid as majority of the respondents could clearly see certain ethical attributes from their behavior which is a good thing for the organization. From the findings of the above table, we can relate to what Alshamari,

Almutari and Thuwaini (2015) found where they stated that leaders who demonstrated ethical values and leadership to their employees in deed affect the performance of their employees. On the other hand, Brown and Trevin (2006) argue that a moral manager implies that a leader talks about ethics openly and explicitly thereby empowering his/her employees demonstrate just and advocate for justice.

The researcher also resort to establish whether the respondents were in a position to face risks just from the way their managers carried themselves around. From Table 4.11 above, it is clear that the majority 53% of the respondents strongly agreed that they got the courage to handle challenges just because their manager looked confident. Further 35% of the respondents supported this theory. Unfortunately, the researcher was unable to get the contribution from 8% of the respondents whom chose to remain neutral to this ideology. However, 4% of the respondents were of the contrary opinion and disagreed with this statement. This is a positive thing for the management of EABL since majority of its employees and leaders are quite confident in what they do which shows that the team is well trained and aware of their expected of them at all times. According to Alshamari et al., (2015), if a leader is confident then his/her follow will always be confident and will further pursue more challenges hence getting them to be risk takers.

The researcher went ahead to find out the extent to which the employees viewed their leaders at work. The findings from Table 4.11 above show that, majority 59% of the respondents strongly viewed their leader as mentors and role models at their respective work stations. A further 33% of the respondents echoed this statement. However, 6% of the respondents chose to reserve their views on the above statement while 2% disagreed and were of the contrary opinion. This implies that, the employees of EABL growth is imminent and future leaders of the company will certainly arise from the current staff under mentorship of their leaders. It therefore allows the management of EABL to forge its future leaders. Alshamari et al., (2015), argues out that a successful leader portrays himself/herself to be of exemplary image where his followers would emulate him/her. He also adds that, on top of being a role model, a leader should also be able to offer personal support to his/her followers so as to nature them.

The researcher also wished to establish whether employees derived confidence just from the conduct of various managers. From Table 4.11 above, it is quite vivid that the majority 55% of the respondents agreed that they got the confidence to work just from the way their leaders carry themselves around. 40% of the respondents echoed further this ideology. However, 4% of the respondents remained neutral reserving their opinions and only 1% of the respondents disagreed unconditionally. According to Alshamari et al., (2015), if a leader is confident then his/her follow will always be confident. It is basically an influence instill by leaders to their followers.

4.2 Limitation of the Study

The researcher encounters time as the main limiting factor in the research as most of the respondents had tight schedule to respond fully to all the questions due to large urgent manufacturing orders. This called for patience from the researcher since it resulted to extension of the data collection schedule by a week. The researcher also encountered some respondents who were shy and afraid to open up limiting the data collection.

4.3 Summary of Data Analysis

4.3.1 Inspirational Motivation

The researcher wanted to find out how inspirational motivation impacted the performance of employees who determine the performance of the organization. The majority 46.5% agreed they received support from his/her team and 29.1% strongly agreed. Also the majority 45.4% strongly agreed employees were all empowered to attain the specific business goals. Therefore, we can state that over 50% of the respondents were of the opinion that various aspects of inspirational motivation influence the outcome of an organization. According to Alshamari, Almutari and Thuwaini (2015) inspirational motivation aids leaders to stay determine to achieve the goals and objectives of the organisations without being distracted by any circumstances that may arise along the way. Banjeri and Krishnan (2000) argues inspirational motivation as ethics, stating that leaders tend to make ethical decisions when they show concern for organizational and follower goals and motivation respectively. These findings are in line with what Lord and Brown (2004), Flynn and Staw (2015) found that employees are in a better position to meet their targets and set

limits and even surpass these limits through proper effective inspirational leaders as they are known to influence and instill risk behavior among their followers. The employees are able to achieve organizational goals as their leader encourages them to venture into new methodologies of doing things and take on new challenges through motivation and teamwork hence enhance the capacity of their followers who finally achieve sense of job satisfaction and organizational commitment (Walumbwa & Lawler, 2003).

4.3.2 Individualized Consideration

The researcher employed three statements to examine how individualized consideration affected employee performance as well as the company. The majority 40.2% stated that the leadership in place greatly supports them to handle day to day challenges at work, this was also supported by 35.7% whom agreed on the same. In addition 50.2% of the respondents strongly agreed and 42.8 % agreed that the leadership in place contributes much to their performance at work. The researcher also established that the majority 51.6% agreed that there existed channels in which they could get feedback in regards to their performance. Therefore, we can state that over 50% of the respondents were of the opinion that various aspects of individualized consideration influence the performance of an organization. Transformational Leaders who welcome change always listen to the opinion of their followers and advise them accordingly. They also make sure those issues troubling their subjects are well tackled, hence endearing themselves more to those being led. Such leaders are keen listeners, because they understand that it is through listening, they are able to learn new ideas and also develop themselves and their followers intellectually.

According to Okechukwu and Godday (2015), this aspect is a good example of leaders who give a listening ear to their followers and support them where necessary. Leaders who are champions of change also take the responsibility of teaching their followers hence helping them to come into reality with matters of importance. Individualized consideration is implemented after newly discovered opportunities are crafted alongside a supportive climate (Long, Yusof, Wan, Kowang, Tan and Heng, 2014).

4.3.3 Intellectual Stimulation

The researcher resort to find out how various respondents reacted to intellectual stimulation at work by framing statements that portrayed intellectual stimulation. The researcher established that 51.3% of the respondents agreed that they received freedom to reinvent old ideas and come up with new ideas at their respective work stations which was also strongly supported by 38.2% of the respondents whom strongly agreed. It is quite clear that the majority 52.9% stated that they had opportunity to rethink and re-evaluate old problems and later develop new solutions to such problems. This was strongly seconded by 38.9% of the respondents. The researcher also went ahead to establish how the leadership and management viewed the ideas of its employees to various challenges assigned to them. 56.5% of the respondents stated that their ideas were perceived positively and this was even supported by 35.2% of the respondents whom strongly supported this statement.

Northouse (2001) argues that leadership that stimulates followers to be creative and innovative, and to challenge their own beliefs and values as well as those of the leader and the organization is critical for the performance of the organization. Mwesigwa and Namiyingo (2014) state that leaders who are open-minded tend to intellectually influence their followers. Such leaders will want to challenge the rule of thumb and make a case out of every argument; this stimulates their subordinates to intellectually challenge themselves even more. With more cognitive thinking, the people are able to gain more knowledge, which helps to better their lives. Transformational leaders are always in the fore front to challenge assumed information. They make sure that every bit of fact has been argued to satisfy its validity. Such leaders encourage people to think critically and make mistakes as it is the only way they are able to learn new ways of doing things (Ul Hassan, Malik, Hasnain, Faiz & Abbas, 2013). With such encouragement, employees are able to venture more into the unknown and hence discover new potential.

4.3.4 Idealized Influence

Under the four metrics developed by the researcher to understand how idealized influence impacted the employees' performance at their respective work stations the

majority 54% of the respondents correlated managers' behavior to certain ethical attributes they observed. This was further supported by another 29% of the respondents whom strongly agreed that the behavior they observed in their manager portrayed his/her ethical attributes. Also the majority 53% of the respondents strongly agreed that they got the courage to handle challenges just because their manager looked confident. Further 35% of the respondents supported this theory. A further 59% of the respondents strongly viewed their leader as mentors and role models at their respective work stations. This was echoed further by 33% of the respondents. The majority 55% of the respondents agreed that they got the confidence to work just from the way their leaders carry themselves around. 40% of the respondents echoed further this ideology.

According to Ponnu and Tennakson (2009) if employees trust their leaders, then compliance to the organizational norms and values will be easy for the employees to appreciate hence increase in overall performance. According to Guonans (2005), a combination of trust and support helps employees to be more productive. When managers act as role models to their respective juniors, they are influenced to follow the footsteps of their managers as they perceive him/her as their role model. Chin et al., (2009) did a research and found out that employees tend to resonate with a leaders vision when they perceive their leader as a role model.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The main objective of the study is to establish the effects of transformational leadership on organizational success. Therefore, this chapter presents a summary of the findings from the concluded research project and conclusions that are regarded important to the findings and finally recommendations that are regarded relevant for this organization to consider.

5.1 Summary of Research Findings

5.1.1 How does idealized influence affect Organizational performance at KBL?

Under the four metrics developed by the researcher to understand how idealized influence impacted the employees' performance at their respective work stations the majority 54% of the respondents correlated managers' behavior to certain ethical attributes they observed. This was further supported by another 29% of the respondents whom strongly agreed that the behavior they observed in their manager portrayed his/her ethical attributes. Also the majority 53% of the respondents strongly agreed that they got the courage to handle challenges just because their manager looked confident. Further 35% of the respondents supported this theory. A further 59% of the respondents strongly viewed their leader as mentors and role models at their respective work stations. This was echoed further by 33% of the respondents. The majority 55% of the respondents agreed that they got the confidence to work just from the way their leaders carry themselves around. 40% of the respondents echoed further this ideology. The study found that leaders exhibit a good behavior worth emulating. Also, the study found that leaders' behaviors were directly attributed to certain ethical attributes that gave confidence to their followers to handle challenges. Finally, the study found out that KBL leaders acted as mentors and role models to their followers.

5.1.2 What are the effects of inspirational motivation on organization performance at KBL?

The researcher wanted to find out how inspirational motivation impacted the performance of employees who determine the performance of the organization. The study found out that inspirational motivation impacts organizational performance to a large extent. This was supported by the majority 46.5% whom agreed they received support from his/her team and 29.1% strongly agreed. Also the majority 45.4% strongly agreed employees were all empowered to attain the specific business goals. The study found that leaders motivate confidence among the staff and was responsive to employee ideas and thought. In addition, leaders have articulated a clear vision for the future and exhibit a commitment to the goals that have been laid out. Also, the study found that the leaders develop team spirit in employees and align individual and organizational goals.

5.1.3 How does Intellectual Stimulation affect Organizational Performance at KBL?

The researcher resort to find out how various respondents reacted to intellectual stimulation at work by framing statements that portrayed intellectual stimulation. The researcher established that 51.3% of the respondents agreed that they received freedom to reinvent old ideas and come up with new ideas at their respective work stations which was also strongly supported by 38.2% of the respondents whom strongly agreed. It is quite clear that the majority 52.9% stated that they had opportunity to rethink and re-evaluate old problems and later develop new solutions to such problems. This was strongly seconded by 38.9% of the respondents. The researcher also went ahead to establish how the leadership and management viewed the ideas of its employees to various challenges assigned to them. 56.5% of the respondents stated that their ideas were perceived positively and this was even supported by 35.2% of the respondents whom strongly supported this statement. The study found that leaders in the organization greatly stimulate the intellect and imagination of the followers to a large extent. Moreover, the study found that leaders in the KBL encouraged imagination and creativity among its employees. In addition, employees in the organization were involved in problem solving and participated in

decision-making. However, the study found that the organization did not provide challenging activities to stimulate their employees' imagination.

5.1.4 What are the effects of individualized consideration on organization performance at KBL?

The study found out that individualized consideration impacts organizational performance to a large extent. This can be seen by the three statements employed by the researcher to examine how individualized consideration affected employee performance as well as the company. The majority 40.2% stated that the leadership in place greatly supports them to handle day to day challenges at work, this was also supported by 35.7% whom agreed on the same. In addition 50.2% of the respondents strongly agreed and 42.8 % agreed that the leadership in place contributes much to their performance at work. The researcher also established that the majority 51.6% agreed that there existed channels in which they could get feedback in regards to their performance. However, the study established that leaders were not keen to acknowledge and attend to employee needs and concern. In addition, leaders in the organization do not listen fully to understand the perceptions of followers.

However, the study revealed that leaders do not pay close attention to the needs of followers. In addition, the study revealed that there was no coaching program in the organization to enhance personal skills.

5.2 Conclusions

From the research findings of this study, one can conclude that idealized influence greatly affects employee performance and these employees are a major determinant for the success of the organization. Just from the conduct of their leaders, employees' adopt a culture and norms that drive the organization to success.

The research also concludes that inspirational motivation affects organizational performance in the sense that a motivated workforce brings about a good output for the organization. This translates to good margins for the company.

The research concludes also that intellectual stimulation is a key ingredient when one is considering organizational performance in any business setting. This can further be attributed to the fact that, innovative and creative workforce respond appropriately to

all the business challenges and threats in the market hence differentiating itself from other competitors.

Finally the research concludes that individualized consideration greatly influence how employees view the organizational goals. Through their leaders they understand and share the same responsibility of performing beyond their limits. This is backed up by the fact that feedback they receive from the management acts as a scorecard to work even hard in order to attain the set targets.

5.3 Recommendations

The study recommends that transformational leadership should be taught to all people at all levels of organization to have a positive impact on the overall performance. This will help in the sense that all employees will act as transformative agents thereby realizing organization performance at all levels. All managers need to be trained to use both styles of leadership and due to the increasing need for new skills and competencies of leadership mainly because; changes in community, leadership training program is more important than ever.

The study recommends that there should be effective communication between management and other employees within the organization. A proper channel of communication prevents message distortion. This mainly helps in stating the organizations goals and mission and vision to all employees for executions. Improper communication channels may lead to wrong task being done hence derailing the organization goals and targets. It is therefore paramount for the organization to implement a clear and concise communication channels.

The study recommends that employees motivation should be boosted at all cost to promote productivity. All forms of motivations i.e. rewards and incentives should be adopted as this is as a major factor to get its employees become productive. A motivated workforce tends to be more resourceful as they understand the organization long and short term goals. The study also recommends that rewards and punishment should be done in a fair manner to all employees so that those receiving rewards are not favored and those receiving punishment are not victims of unfair treatment.

The study recommends also that proper methods of training and development should be devised to promote employees career growth. Opportunities to participate in seminars and other forms of training where their employees get the opportunity to brainstorm as well develop their capabilities in various issues/task they handle at their respective jobs should be highly encouraged.

The study finally recommends that the organization should embrace teamwork among employees to ensure cohesiveness among KBL employees and management. It therefore implies that the management of KBL should devise team building exercise where employees get to interact and establish a good rapport among each other. Taking employees for team building session enhances collaboration and supportive culture among employees hence teamwork.

5.4 Suggestions for Further Study

Since study looks at how transformational leadership affects the performance of the company, further researcher should be done mainly focusing on how transformational leadership affects employee career growth.

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APPENDICES

APPENDIX I: QUESTIONNAIRE EFFECTS OF TRANSFORMATIONAL LEADERSHIP ON ORGANIZATIONAL PERFORMANCE, A CASE STUDY OF KBL.

Dear Respondents,

The researcher is an undergraduate student at Management University carrying out a study that aims to determine the effects of Transformational Leadership on Organizational Performance KBL being the case study. You have been selected as the

respondent and as one of the respondents, your opinions are very important to this study. This is an academic research and the information provided is purely for academic purpose and will be treated with utmost confidentiality. Your co-operation will be highly appreciated.

Instructions: Please complete the following questionnaire appropriately.

Confidentiality: The responses you provide will be strictly confidential. Please tick or answer appropriately for each of the Question provided.

The questionnaire is divided into five sections. A to E. participation is voluntary please answer all the questions in the questionnaire.

SECTION A: DEMOGRAPHIC INFORMATION OF RESPONDENTS

1. Gender
Male ☐ Female ☐
2. Age of respondents
< 31 years ☐
Between 32 - 39 years ☐
Between 40 – 49 years ☐
Between 50 – 59 years ☐

3. For how long have you been working for this organization?
- Below 1 yrs ☐ Between 11 - 15 yrs. ☐
- Between 1 -5 yrs. ☐ Above 15 yrs. ☐
- Between 6 -10 yrs. ☐
4. What is your current position?
- Operational/Support Staff ☐ Supervisor ☐ Manager ☐
5. Which of the following describes your highest education level?
- Certificate Holder ☐ Diploma Holder ☐
- Degree Holder ☐ Masters Holder ☐

QUESTIONNAIRS IN LIKERT SCALE					
In a range of 1 to 5, how would you rate each of the following factors? Note: 1= Strongly Agree, 2= Agree, 3= Neutral, 4=Disagree, 5 = Strongly Disagree (Tick where appropriate)					
SECTION B: Idealized Influence	RATINGS				
	1	2	3	4	5
The behavior of my Manager portrays his/her ethical attributes					
The way my manager conducts himself/herself gives me the confidence to face risks ahead					
Am proud to be associated with my manager since he acts as a mentor and role model to me.					
The way my manager conducts himself/herself raises my confidence in him/her.					
SECTION C: Inspirational Motivation	1	2	3	4	5
My team gives me support					
All employees are empowered to attain business goal					
The vision of the company is well articulated by my Manager					

SECTION D: Intellectual Stimulation	1	2	3	4	5
I am given chances to think of new ideas to improve my work					
I am given opportunity to reinvent solutions to old problems					
My ideas to various problems are welcomed positively					
SECTION E: Individualized Consideration	1	2	3	4	5
The current leaderships give me the support to tackle daily challenges I face at work.					
I am given necessary support to improve my performance at work					
The current leadership communicates back on how I have performed.					